Transport for London

Annual report 2002/03

MAYOR OF LONDON

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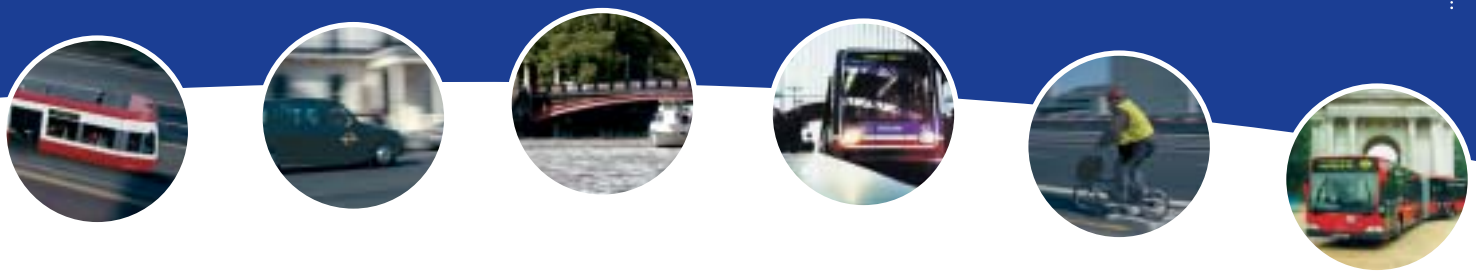


Mayor's message

We have faced major challenges and achieved some great successes in improving transport in London during the last year.

The biggest challenge has been the introduction of congestion charging in central London. The scheme has already achieved a significant reduction in traffic, which in turn makes for a cleaner, more pleasant environment and encourages residents and tourists to make the most of our city.

There have been crucial steps forward to improve public transport in the Capital.

I took control of London Underground on 15 July, with the aim of delivering the best possible service to Londoners. We face a tough challenge to transform an under-invested transport system, while still delivering three million Tube journeys a day. There will be no overnight changes. It will take a long time to see improvements but every step will be taken to create a reliable, safe and efficient service.

The Crossrail project, which will provide a vital transport link into the heart of London, has received the support of Government. We must now raise the money to make this scheme a reality. I am concerned that, without new revenue mechanisms, maintaining the current level of provision and building new transport systems will become more difficult.

London cannot continue to grow and prosper without good public transport. We will continue to do everything in our power to maintain and improve public transport in London and ensure that Government does all it can to help us with the challenges we face.

The long-awaited East London Line extension is now moving ahead and will provide a huge boost to London's economy, in terms of access to jobs and housing for thousands of people in north and south east London.

I remain committed to improving public transport and creating opportunities for regeneration, through schemes including Crossrail, Thameslink, the East London Line extension, extensions to the Docklands Light Railway and the new river crossings in the Thames Gateway.

As well as new rail projects, Londoners are benefiting from big improvements to buses in the Capital. Buses are now more regular, more reliable and - thanks to dedicated transport policing - safer than ever before. This is reflected in a significant growth in passenger numbers – one million more people a day are now using London's buses.

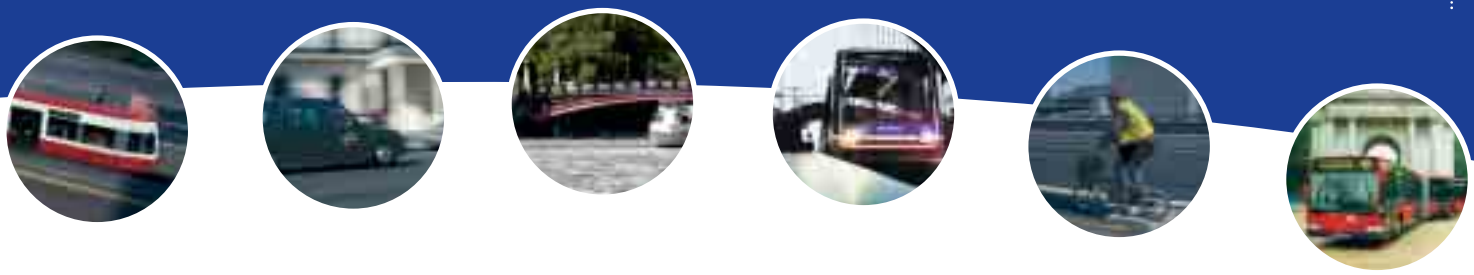
By the end of 2003 bus fares will have remained frozen for four years. Holding down these fares, not only provides an alternative to car travel but also reflects that some of the people most dependent upon public transport are on low incomes. Accessible and affordable transport must be available to all.

Another success has been the completion of the ambitious scheme to breathe new life into Trafalgar Square, with the introduction of new traffic arrangements and a new pedestrianised area in front of the National Gallery.

Once again, everyone can enjoy the square as it was originally intended; a great place to meet friends and relax.

There is so much further to go. The biggest challenge will be securing the funding needed to ensure services continue to improve and new transport systems are delivered. This is essential to ensure London's place as a world class city.

Ken Livingstone
Mayor of London



Message from Bob Kiley

From a standing start just three years ago, TfL's progress has been strong and consistent. 2002/03 confirmed the forward momentum that we have built up in renewing the quality and quantity of London's transport. There's still a long way to go, but the smooth delivery of congestion charging and ongoing preparations to bring the Underground into the TfL family are both milestones that show we are well on course.

The growth in London bus usage is amongst last year's major accomplishments in moving forward the Mayor's Transport Strategy. Overall, we are experiencing the fastest rate of passenger growth since 1945. Bus usage has increased by 7.3 per cent to 1,534 million passenger journeys in 2002/03, representing an extra 104 million passenger journeys over the previous year. London's bus fleet has continued to grow and improve, with more than 300 extra buses running. Passenger numbers using Night buses and Sunday services rose by 16 per cent and 12 per cent respectively. We continued our rollout of accessible vehicles and by March 2003, 77 per cent of the fleet (excluding Routemasters) comprised low floor, wheelchair accessible buses, which I believe is essential in attaining our goal of greater equality and inclusion for all Londoners.

The renaissance of London's bus network directly enabled another TfL success story - the launch of congestion charging, one of the most innovative traffic management schemes ever attempted in a world capital. The start up date for congestion charging saw London's roads refreshingly empty of vehicles, with traffic within the zone reduced by 16 per cent. Other benefits to Londoners include improvements in bus reliability, a better pedestrian environment, less pollution and a reduction in car journey times, with typical savings on a round trip to and from the zone in the region of 13 per cent and a 32 per cent drop in congestion.

To heighten the enjoyment and make use of one of London's most historic locations, construction work has been completed at Trafalgar Square for phase one of the World Squares for All scheme. Unfortunately, this meant major road layout changes, but the North side of Trafalgar Square is now pedestrianised and links to the National Gallery via a grand central staircase. The Square opened to the public in July 2003.

I'm pleased to say that progress has been made on private hire licensing, with more than 2,100 operators licensed in the first stage of improving the quality and safety of private hire taxis. To highlight this licensing and the problems caused by illegal minicabs, TfL launched its 'Know What You're Getting Into?' campaign in January 2003, in an effort to raise awareness of the danger of sexual assault in illegal minicabs.

Our plans for the future

We have made progress – but there is still a lot of ground to cover. That means greater efforts in integrating the various transport modes we oversee and instigating new and much needed schemes in the capital.

Consultation is underway on proposals for the Thames Gateway Bridge, between Beckton and Thamesmead in East London. The bridge is part of a wider package of transport infrastructure projects designed to support regeneration in East London and the wider Thames Gateway area – an area that will need to accommodate 255,000 jobs and 142,000 homes by 2016. Once the main period of consultation ends, the Mayor will consider the views expressed and decide whether to go ahead. There would then follow a period of scrutiny either by Parliament or via a public inquiry before the final decision to build the bridge can be made. We are also working on an extension to the Docklands Light Railway to London City Airport (due to open in 2005), which could be further extended, under the Thames, to Woolwich Arsenal by 2008.

TfL London Rail played a major part in ensuring that progress was made on two key rail projects for London – Crossrail and the East London Line Extension. Working as a 50/50 partner with the Strategic Rail Authority (SRA) (in the Cross London Rail Links company) an interim business case for the Crossrail project was developed and submitted to the Secretary of State in February 2002. I regard Crossrail as vital for the future of London, as it provides a much-needed east/west link between Heathrow and Docklands and the Thames Gateway.

TfL London Rail has also worked closely with the SRA on the business case (submitted to Ministers in September 2002) for the East London Line Extension which will form part of an orbital rail system for London linking Clapham Junction in the south to Dalston and Highbury in the north. Apart from increasing capacity and making many rail journeys much simpler, both projects will make a significant contribution to regeneration.

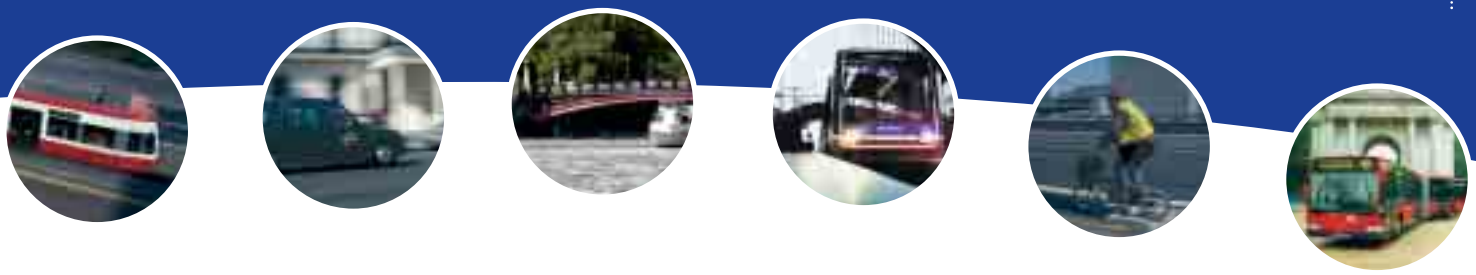
The TfL family and the challenges it faces

Bringing the Underground on board presents us with an opportunity to take a more unified approach across all the modes of transport that are operated by TfL. However, there are two major hurdles that will significantly jeopardise our efforts to respond to the growing demands on our services.

I maintain that the Government's Public Private Partnership (PPP) is not the right way to manage the maintenance and renewal of the Tube. As they stand, the PPP contracts do not satisfactorily address the improvements to the Underground that TfL and the public demand. Nevertheless, we will do everything within our power to hold the infrastructure companies to account on those Tube improvements they have promised to deliver.

However, we still face severe limitations and constraints on what we can achieve given our limited resources. We need to reverse the effects of decades of neglect on London's transport, as well as respond to the projected employment and population increase over the next decade. For example, continued development of the bus network is crucial in supporting the growth envisaged in the Draft London Plan over the next five to seven years.

All this requires higher levels of investment than the funds we currently receive through fare

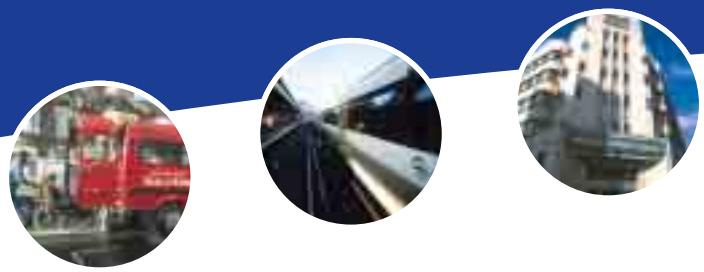


revenues and our Government grant. So far, however, the Government has been unable to give us any assurances of further assistance.

As a consequence, TfL has taken an active role in investigating innovative funding mechanisms that will allow us to generate funds from new sources. In the coming year, we will continue to work closely with the Mayor, the London Assembly, London boroughs, business, passenger groups and Government to effectively and efficiently press for these changes and endeavour to obtain greater funding from the forthcoming 2004 Spending Review.

Despite the daunting nature of the transport task in front of us, we will continue to pursue our aim of delivering long term improvements to our transport system for all those who visit, live and work in London. In 2002/03, TfL built up great forward momentum, in 2003/04, we will use it to move London's transport even further ahead.

Bob Kiley
Commissioner of Transport



Our achievements in delivering better transport

In 2002/03, not only did TfL run and expand on its numerous transport responsibilities, but it did all this while dramatically reducing traffic in central London through the introduction of the highly successful London congestion charging scheme, and whilst preparing for the transfer of London Underground to TfL's management.

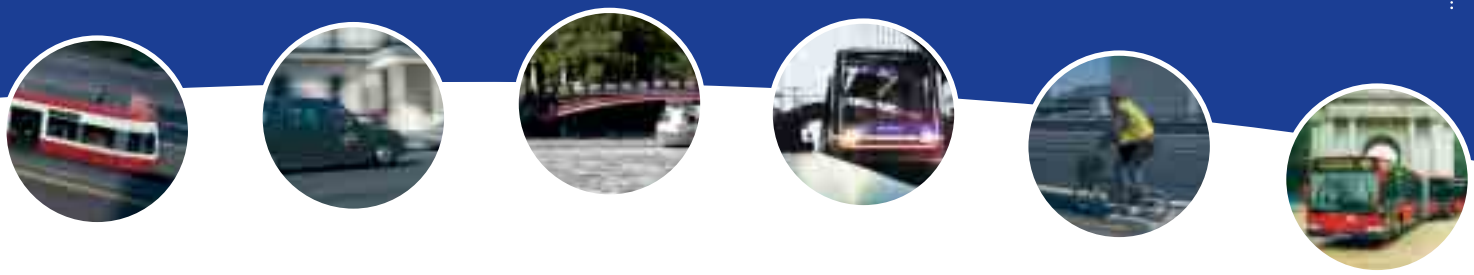
Last year, the record of TfL was one of controlled but dynamic expansion across almost all the modes. London's buses now carry the highest number of passengers since 1969 and similar stories of growth can be seen across almost all the other modes. Docklands Light Railway (DLR) now carries 45 million passengers a year (compared to 8.6 million in 1993) while the number of passengers on Croydon Tramlink has increased three per cent year on year.

London Buses

For London Buses, the division of TfL responsible for managing the capital's bus network, the primary task is to deliver more and better quality bus services.

In 2002/03, London Buses introduced the largest single programme of bus service improvements for the last fifty years, with changes being made across the whole of London. The development of London's bus network has been significant with substantial improvement in both quality and quantity aspects of service's across the whole of London.

These included the developments necessary to support the congestion charging scheme and provide an extra 11,000 spaces in the morning



peak period, as well as major network improvements in the outer London areas of Ealing, Ilford, Kingston, Lea Bridge Road and Putney.

As part of the programme, more than 300 extra buses were brought into service so that many new areas could be covered and new links provided. 15 more Night bus routes were added, Sunday services were introduced on 20 new routes, and Sunday services or route extensions added to seven existing routes, increasing the number of '24/7' services. In total, service volume increased significantly with 397 million bus kilometres being operated in 2002/03 – the highest level since 1965. Many new routes began operation under Quality Incentive Contracts or had incentivised supervision schemes introduced, resulting in significant improvements in performance. In order to help provide a better bus service to our passengers a Business and Technical Education Council (BTEC) training programme was launched for drivers and conductors to raise standards of driving, customer care, disability/equality awareness and service control.

Vehicle standards have also continued to rise with 77 per cent of the bus fleet, (excluding Routemasters), now operating modern low floor buses with ramps. Cash fares have remained frozen and continue to represent excellent value for money. Articulated 'Bendy' buses with cashless and open boarding arrangements have been introduced on four routes to speed up boarding. Additional bus priority measures and increased bus lane enforcement have helped ensure faster and more reliable bus journeys. 2002/03 saw the previous record number of bus lane completions doubled, an expansion of bus priority at traffic signals and the roll out of camera-based enforcement. All necessary bus priority measures critical to congestion charging were successfully installed in advance of the scheme. There have also been significant improvements to the infrastructure by investment at both garages (new and refurbished), and bus stops (additional and replacement bus shelters).

To improve passenger access to simple and easy to use information, the roll out of stop specific timetables continues and is on target to cover the whole of the network by December 2003. Widespread distribution of spider maps across the network is also on course.

These significant improvements in London's bus service's have been the single most important achievement in the Government's 10 Year Transport Plan.

Street Management

TfL Street Management helps realise the Mayor's vision to improve London's streets for everyone. Its responsibilities include the reduction of congestion, the improvement of roads to deliver greater public safety, smoother public transportation and a more pleasant street environment. Part of its role includes working with the boroughs to improve the state of the road network and providing facilities for sustainable transport such as cycling and walking.

Street Management maintains Red Routes, 580km of roads (five per cent of London's total road network) that carry about a third of London's traffic. It is not only responsible for roads, but also for pavements, bridges and ten major tunnels. Its role also extends to the management

of all 4,600 sets of London's traffic signals and improving cycling, walking, bus priority and traffic management on the capital's streets.

17 February 2003 was a historic day for London with the introduction of the congestion charge. Motorists are now charged £5 to drive within an eight square mile zone in central London between 07:00 and 18:30. The scheme aimed to achieve a 10-15 per cent reduction in traffic levels inside the zone and a 25 per cent reduction in traffic congestion.

After the first three months of operation, traffic within the zone is consistently down by 16 per cent and congestion is down by 32 per cent. The majority of motorists who have opted not to pay the charge have chosen to transfer to public transport. 6,000 more people are now using the bus network in the zone in the peak hour alone, with many of them using the new buses and new routes introduced specifically to increase choice and capacity in the run up to congestion charging.

TfL is conducting comprehensive monitoring and is looking into the ongoing impacts of the charge, including the effect on businesses within the zone. Initial findings from this research will be published in the Congestion Charge Six Months on Report, which is due for publication in Autumn 2003.

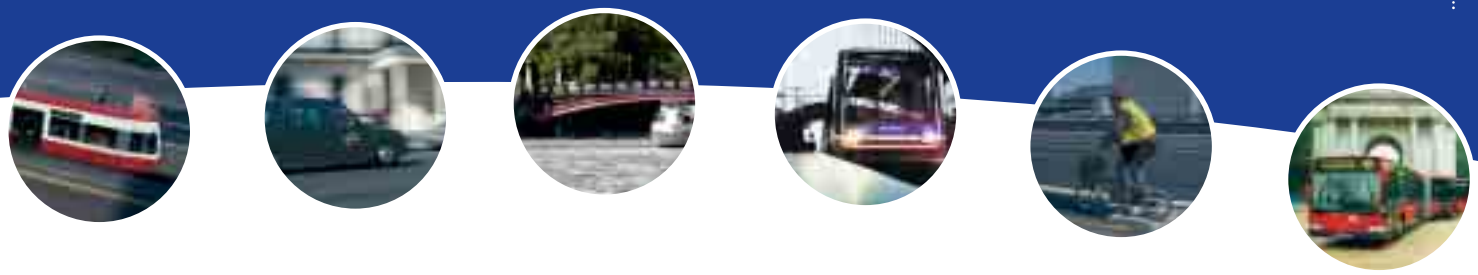
The London Traffic Control Centre (LTCC) was launched in the New Year. For the first time all transport management functions are now integrated under one controlling authority where traffic managers, police and bus controllers all sit together monitoring screens and taking co-ordinated action to keep London's roads flowing more easily. LTCC provides a London-wide computer-controlled signals network including tunnel, bridge and tidal flow schemes as well as signal layout and junction design.

In 2002/03, the scheme to remove the one-way system in Shoreditch was successfully completed over an eight-month period and now provides major improvements and upgraded facilities for all public highway users. Other major schemes such as the Trafalgar Square and Vauxhall Cross projects continued throughout 2002/03.

A new planning and permitting tool (Clearview) is being developed which will enable effective planning and co-ordination of road and street works by both Highway Authorities and utility companies, to reduce the impact that works have on London's roads.

In 2002, there was real frustration at levels of congestion and the seemingly interminable digging up of roads across the capital. Most of this disruption arises from private sector companies in cable and energy provision having direct access to London's roads. In order to minimise future traffic disruption caused by factors such as road and street works, incidents and events, ineffective or inappropriate junction designs and traffic signal operations, on both Transport for London Road Network (TLRN) and borough roads, a new Director of Traffic Management role has been established to oversee and co-ordinate all of these areas and minimise their impact.

The London Cycle Network has also been refocused to provide fast, safe, comfortable conditions for cyclists on the main transport corridors. This provides the framework for local routes and other infrastructure improvements such as cycle parking.



London Trams

London Trams is the division of London Buses responsible for the management of the Croydon Tramlink system (Tramlink). It is also responsible for overseeing the development of new tram schemes for TfL.

Tramlink is operated by Tramtrack Croydon Ltd under a Concession Agreement with TfL. The system, which is highly accessible to disabled people, provides orbital links between Wimbledon in the west and Beckenham and Elmers End and New Addington in the east.

Tramlink has seen a three per cent year on year growth with broadly 19 million passenger journeys being made in 2002/03. It is estimated that the system has led to a reduction of some three to four million car journeys per annum.

In line with the Mayor's fares policy, Tramlink fares were and continue to represent excellent value for money.

Docklands Light Railway

Docklands Light Railway Ltd – which is responsible for planning and managing the franchised railway – is an integral part of TfL London Rail. The award-winning railway has already been extended three times and work has started on another extension to London City Airport (due to open 2005).

An application under the Transport and Works Act was submitted for the construction of an extension from King George V DLR station at North Woolwich – under the Thames – to Woolwich Arsenal. The DLR station at Woolwich Arsenal will be fully integrated with main line

services and could be open by 2008. There are also plans for extensions to Stratford International, and Barking Reach and Dagenham.

The number of passengers on Docklands Light Railway (DLR) has been increasing and is expected to reach 60 million by 2006. To manage this increase in usage, 24 new vehicles were delivered and commissioned into service.

A major new development, the new Heron Quays station, opened in December 2002 and will be fully integrated with the new office towers on either side when they are complete. By September 2003, the station will be linked to a new retail mall and to Canary Wharf Jubilee Line station in Spring 2004.

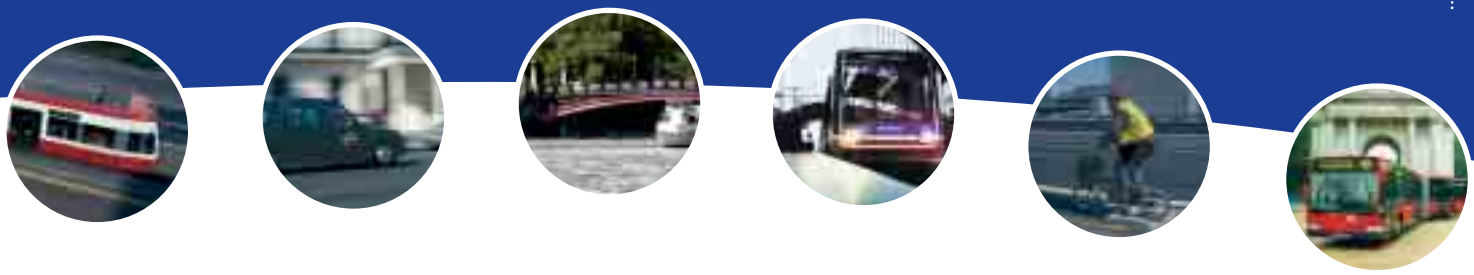
The concessionaire to design, build, finance and maintain the 4.4 km extension to London City Airport was appointed and work formally started in March.

Last year, DLR, which is accessible with step free access to every train, began a £20 million vehicle refurbishment programme. The vehicles will have a new seat layout to improve capacity and comfort and to reflect the requirements of the Disability Discrimination Act.

Victoria Coach Station

Victoria Coach Station is London's principal long-distance coach terminal. It is responsible for providing safe, comfortable and customer-friendly facilities for coach passengers.

Following the events of 9/11 and subsequent security fears, fewer passengers travelled into London in 2002/03. Nonetheless profitability fell only slightly thanks to effective containment of costs and buoyant ticket sales for travel out of London.



Victoria Coach Station is actively involved in the Department for Transport led accessible coach project and is also able to offer a free mobility assistance service to all passengers.

London River Services

London River Services (LRS) is responsible for the management and the operation of eight piers on the River Thames, and provides licenses to the riverboat services that serve those piers. As part of its licensing agreements with operators, LRS is ensuring that all new boats are accessible and that access on existing vessels has been improved.

2002/03 marked the installation of the Millbank Millennium pier near to Tate Britain and the completion of the Thames 2000 Project which included the replacement of Tower and Westminster piers and the construction of new piers at Blackfriars and Waterloo (close to the BA London Eye) in 2000. The project was part funded by a lottery grant and by LRS, Tate Galleries, The Millennium Commission, Tishman Speyer, City of Westminster and the Cross River Partnership.

This year, LRS awarded a new license to provide a river link between the Millbank pier and Bankside, where Tate Modern is located. The vessel used for the service has a unique livery designed by Damien Hirst.

Despite a reduction in the number of tourists visiting Britain, LRS and the operators of the Thames services have increased ticket sales. Surveys continue to show a high level of customer satisfaction with services and infrastructure along the Thames.

Public Carriage Office

The Public Carriage Office (PCO) licenses London's taxi and private hire services which provide three million trips in and around the capital every week. There are 21,000 licensed taxis, 25,000 licensed taxi drivers, and over 2,100 licensed private hire operators. 30,000 private hire drivers are registered with the PCO, awaiting the introduction of licensing, and 31,000 private hire vehicles are registered for exemption from the congestion charge.

Last year, the final round of public consultation on private hire driver licensing was completed, allowing work to begin finalising licensing regulations ready for issue on 1 April 2003. A contract was signed to provide a vehicle licensing inspection service. Companies were also invited to bid for the provision of a medical assessment service for both taxi and private hire driver applicants and drivers.

Work was completed on the assessment and review of the taxi Conditions of Fitness, including vehicle turning circles and progress was also made as part of the Mayor's air quality strategy that deals with the reduction of harmful emissions by licensed London taxis.

Following the successful introduction of a revised Knowledge of London 'Blue Book' to reduce unnecessary duplication and deliver a more effective route distribution and improved layout, work moved to the next stage. This will include an independent study of the potential for in-car navigation systems to reduce reliance on acquired and remembered Knowledge of London.

The Mayor's 'Safer Travel at Night' initiative featured the launch of the 'Know What You're Getting Into?' poster campaign and a Christmas

film to raise awareness about the dangers of minicab touts. The PCO continued its work in partnership with the Transport Operation Command Unit (TOCU) to combat illegal plying for hire and touting activities.

London's Transport Museum

Centrally located in Covent Garden, London's Transport Museum is not only the showcase for the capital's wide and varied traditions of transport, it preserves the statutory heritage collection and provides expertise in history, education and lifelong learning.

As well as looking after London's most unique collections, the Museum also manages brand assets like the London Underground logo, the internationally recognised Roundel, and Transport for London's huge poster archive.

During the year, the Museum in Covent Garden and the Museum Depot in Acton received over 210,000 visitors, which, although down on the year before was higher than expected targets. The visitors included groups from nearly 600 schools and colleges. Over 55,000 children from every London borough took part in the Underground Schools Liaison programme, managed by the Museum's education department, to encourage safe and responsible use of the capital's transport by its future citizens.

The Museum Depot in Acton is open regularly to the public, welcoming visitors to see behind the scenes and participate in the care and preservation of one of the world's finest urban transport collections.

The Museum has developed an ambitious and exciting plan for its future. Work is planned to begin in 2005/06 and is funded by a £9.47 million Heritage Lottery Fund grant, plus £5 million from TfL and £3 million from other fundraising activities.

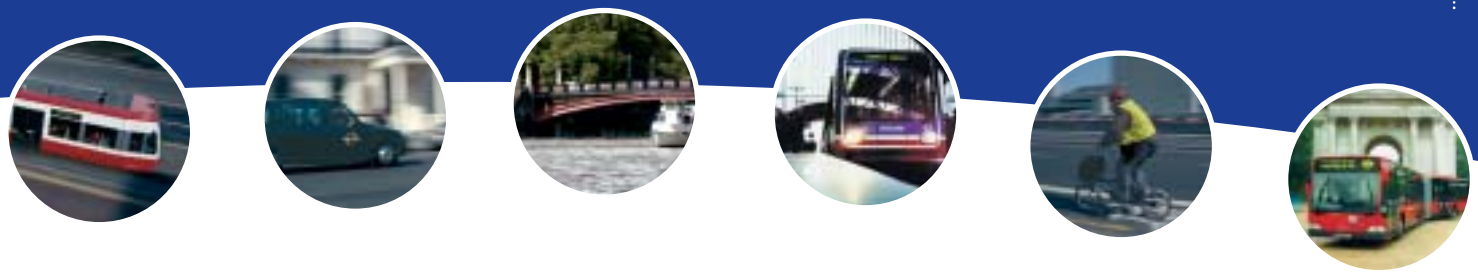
Working with National Rail

TfL Rail Services was set up in July 2001, but as part of a larger change in culture and remit, the Mayor announced a new title in February 2003 - TfL London Rail. This reflects its new position, working alongside the Strategic Rail Authority (SRA), to make significant improvements to London's ailing rail network.

The powers of the Mayor and TfL to change London's railways are limited, and there are strong arguments that London deserves the same treatment as some other major world cities where a single city authority plans, specifies, funds and decides priorities on rail services.

The new London Rail Partnership Agreement with the SRA is a step in that direction. It has already yielded significant progress in major new projects like Crossrail and the East London Line Extension.

Co-operation with the SRA and Train Operating Companies have achieved good progress on the development of a 'Metro' system on key routes around London. This provides passengers with more frequent and upgraded services in the medium term. A pilot system in south London will be launched in September 2003.



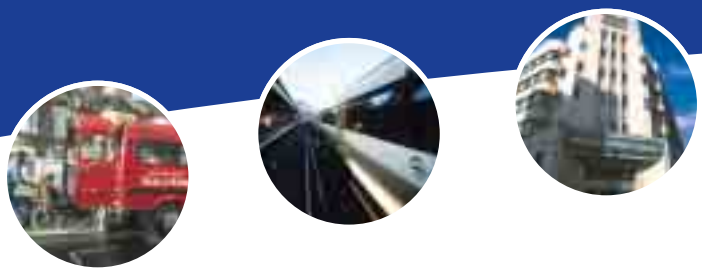
Other work in hand with the SRA includes the development of rail freight services and improvements to rail franchise agreements to secure a better deal for passengers. TfL London Rail also maintains close links with a range of stakeholders to share ideas and to focus attention on the needs of London and its rail passengers. It works with other parts of TfL and the rail industry generally to ensure the integration of London's railways with other transport systems and the delivery of realistic solutions to passengers.

Creating a healthier London environment

TfL's first Environmental Action Plan was published in September 2002. It lists 30 specific environmental actions that TfL is working to achieve.

These include:

- Reducing vehicle emissions, for example, by including a 100 per cent discount from the central London congestion charge for alternative fuel vehicles; funding borough air quality initiatives (£780,000 in the last financial year); trialling dual fuel Liquid Petroleum Gas (LPG) vehicles and managing the London Low Emission Zone Feasibility Study
- Reducing energy consumption by trialling solar powered lighting at bus stops and bus shelters; improving fuel efficiency of London buses, trialling energy efficient Light Emitting Diode traffic signals
- Reducing noise by using low noise surfacing when resurfacing TfL roads where appropriate, being a partner in the Department for Enviroment Food and Rural Affairs (DEFRA) noise mapping programme in London



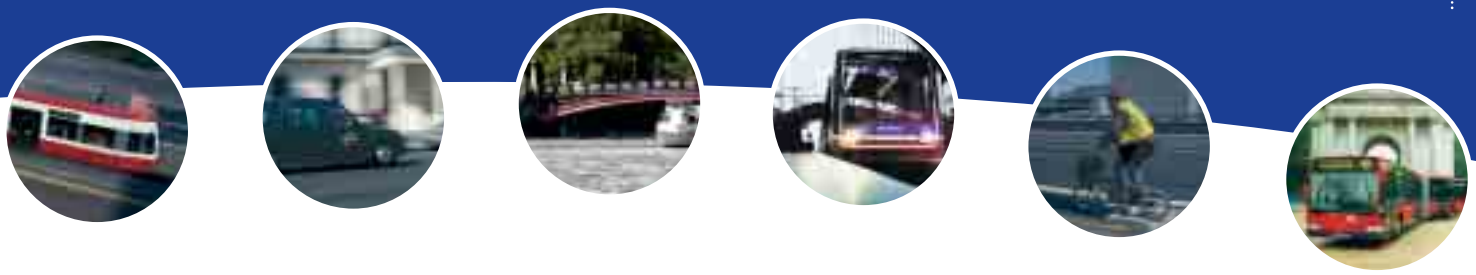
Actions already taken to implement this plan include taking part in the hydrogen fuel cell bus trials, work to ensure that all buses will meet Euro II engine standards (or better) and be fitted with particulate traps by March 2005 (600 buses were fitted with traps in 2002/03).

We are close to having a final emissions strategy following two rounds of consultation with the taxi industry on how best to reduce levels of harmful pollutants from London's 21,000 licensed taxis. The revised strategy, phased to provide both short and longer term solutions, re-introduces an age limit that recognises the reduction in pollutants achieved by more modern taxis and those that convert to LPG, and the use of emission abatement technology for older and consequently more polluting vehicles.

Personal security and road safety

In 2002/03, TfL implemented significant improvements to the safety and security of bus, taxi and private hire vehicle users. The Mayor's £25 million Transport Policing Initiative became fully operational on 20 key bus corridors when the Transport Operational Command Unit (TOCU) established a new partnership between police officers, traffic wardens, police community support officers and civil staff. The unit focuses on improving the personal security of passengers on bus services and taxi/private hire vehicles. The Mayor's 2003/04 budget includes provision for a further £25 million for the establishment of Transport Policing and Enforcement Directorate (TPED), to enhance the work of the TOCU and concentrate all enforcement activities in one division.

Significant infrastructure improvements have been made to the London bus services including



the implementation of new safety and security measures (eg Help Points at some bus stations and remote CCTV monitoring at a number of bus stands). The on-bus CCTV retrofit programme continued with 2,400 buses now fitted with cameras in 2002/03. TfL also continued to work alongside bus operating companies to raise the professionalism and safety awareness of front-line staff.

The TfL Public Carriage Office has continued its traditional role of licensing London's taxi drivers (including Criminal Record Bureau enhanced checks) and taxis (for mechanical soundness) so that taxis provide a safe and secure service for Londoners and visitors. The licensing of private hire operators (to ensure good record keeping and proper insurance) further builds up the safety of London's door to door services. It has also been continuing with the 'Safer Travel at Night' campaign.

TfL achieved good year-on-year progress in reducing road casualties. Compared with 2001/02, the number of killed and seriously injured (KSI) persons across key road user groups fell significantly, with Child KSI falling 11 per cent to 601, Pedal Cyclists falling 11 per cent to 409 and Pedestrian KSI falling 11 per cent to 1,529. Powered two-wheeler from 1,250 to 1,238. In total, all KSI fell eight per cent to 5,537.

In April 2002, a road safety campaign was launched that was aimed at young people between 11-14, the group that has the highest risk of being killed or injured as a result of being involved in a pedestrian road accident. The campaign is based around a series of eye-catching posters and a dynamic website (www.tfl.gov.uk/streets/lscp).

During 2002, the London Road Safety Unit was formed to lead and coordinate road safety activities including delivery of the November 2001 London Road Safety Plan. The Plan provides for local safety works, support for Safer Routes to School schemes, safety campaigns, and measures to reduce speeding.

TfL worked closely with its partners in boroughs to achieve a London-wide programme aimed at reducing road casualties. In 2002/03, it funded a total of £24.5 million worth of local safety schemes including 20 mph zones and the Safer Routes to School initiative.

Transport Policing and Enforcement Directorate

In 2002/03, a strategic step was taken towards ending crime and the fear of crime on London's bus routes by establishing the Transport Operation Command Unit (TOCU). This partnership with the Metropolitan Police Service provides 530 officers (930 officers by the end of 2003/04) dedicated to policing London's 20 core bus corridors. The Unit is managed and alerted through an advanced control room enabling more rapid response to incidents on TOCU routes. Last year, over 1,700 arrests were made on the bus corridors and during taxi operations. More than 70 dedicated taxi operations were undertaken with over 2,400 vehicles stopped and examined (over 300 were later impounded).

In the past 12 months, the Revenue Protection team checked 267,000 buses and over 1 million passengers. During this period, 27,496 passengers were reported for possible prosecution and 4,489 passengers were reported for incorrect use of child passes. In total, 26,000 penalty fares were issued. A key challenge for Transport Policing

Enforcement Directorate (TPED) in 2003/04 will be the development of new strategies for effective enforcement on cashless buses.

The Transport Policing and Enforcement Directorate was formed in 2003 to encompass TOCU and provide policing and enforcement services for TfL's operational services. Specifically, the aim of the TPED is to reduce passenger fear of crime on TfL's public transport services. It also involves enforcing traffic and parking regulations to improve bus flow, including dealing with the causes of congestion on the TLRN. Other responsibilities include minimising illegal private hire vehicles and touting activities.

Traffic enforcement is carried out through the use of over 750 bus-mounted cameras and 21 roadside cameras. Last year, over 1,800 vehicles were removed from Red Routes and over 300,000 fines issued for non-adherence to traffic regulations (eg. driving in bus lanes).

Equality and Inclusion

During 2002, the Access and Mobility Team and the internal Equality and Diversity Team came together as a single team - 'Equality and Inclusion' – a strategic function which informs, shapes and supports the mainstream delivery of Equality and inclusion in employment and transport services. In 2002/03, Equality and Inclusion became an underpinning principle of the workforce's performance appraisal system and also within the larger business planning process.

In October 2002, TfL helped to launch a Best Value Review on 'Equalities for All'. This was a joint Best Value Review undertaken across all the functional bodies and the GLA itself. TfL has prioritised a number of groups for special attention in terms of equal and fair transport opportunities.

These include:

- Women
- Black and minority ethnic people
- Disabled people
- Faith groups
- Lesbians, gay men, bisexual and transgendered people
- Older people
- Children and young people
- People on low incomes
- Job-seekers, unemployed people and part time workers
- People with caring responsibilities
- Refugees and Asylum seekers

Equal and inclusive service outcomes were prioritised into three main areas: improving safety and personal security, increasing accessibility and meeting legislative responsibilities under civil rights legislation.

The telephone answering service that was provided by the Access and Mobility team has transferred to the main customer services team, and all 200 customer service staff have been trained to answer calls from disabled people. Additionally, access standards have now been applied to TfL's website to ensure that its excellent progress in this area remains consistent. Travel information continues to be made available in alternative formats.

The Equality and Inclusion team implemented a programme of mandatory equality training for all staff and a programme of disability equality training for bus staff and TfL employees.

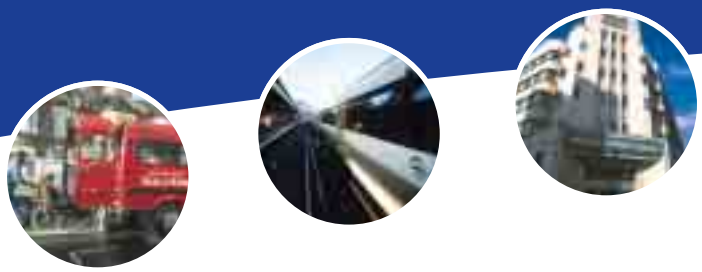
Accessible transport services

In April 2002, the management and operation of door-to-door accessible transport for disabled people unable to use mainstream public transport passed to London Buses Limited under the trading name of London Dial-a-Ride. Amongst other things, a greater level of service is now being provided at evenings and weekends.

In support of the Mayor's Transport Strategy to improve the accessibility of London's transport system, Dial-a-Ride has restructured its operation to provide a higher degree of customer focus. A London-wide conference was held in October 2002, attended by many local focus groups, to provide an opportunity for users to contribute views and ideas about improving services still further.

Plans for the future include the introduction of a revamped computer-based bookings and scheduling system, based around a single call centre, which will allow Dial-a-Ride to configure its service to the individual needs of customers, and deliver it through a new generation of vehicles offering improved levels of comfort, safety and style.

TfL provided additional funding to the Association of London Government (ALG) and Borough Taxicard scheme, signing all but one borough up to an agreement to introduce minimum standards of service quality and, in many cases, increase trip numbers so that consistency can be achieved across the capital. Work to increase supply of taxi's in some boroughs was also undertaken. Over 200,000 extra trips were provided to disabled people as a result of this funding.



TfL launched a free journal for disabled people 'Transport for All' through Dial-a-Ride and Taxicard User's Association (DaRT). This was distributed to all Taxicard members.

Employees

The quality, efficiency and value of London's transport system is defined by its workforce. The expertise they bring to their jobs, be it driving a train or bus, monitoring security on a station, greeting visitors to London's Transport Museum, maintaining the equipment or taking calls at a TfL help centre, all contributes to the experience the public has of travelling in London.

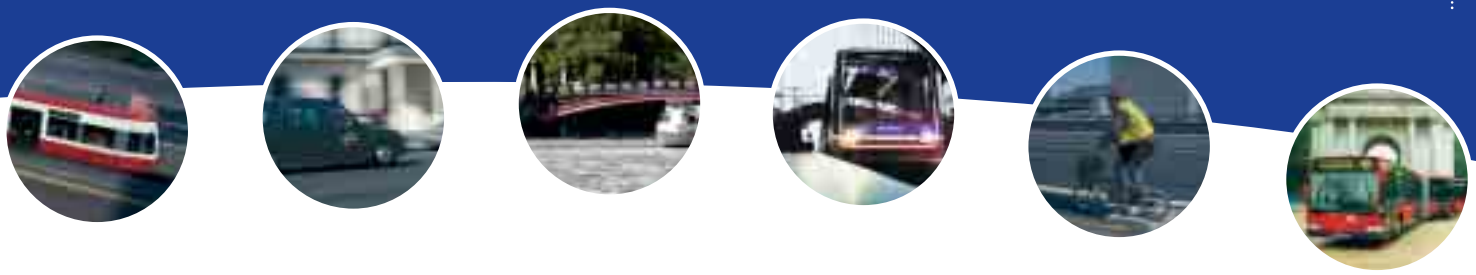
TfL works hard to ensure this experience is refined and relevant to the needs of the public. The introduction of BTEC courses for the drivers, conductors and service controllers of London's buses, for example, gives them further skills in working with disabled people and other target groups who face transport barriers.

Since the inception of the Equality and Inclusion team, the equality and inclusion staff and customers have become an underpinning principle of both TfL's employment practices.

TfL's goal is to have a workforce which accurately reflects the population of London, in all parts of the business and at all levels. TfL's overall employment targets are set against the demographics of London. It aims to employ 52 per cent women, 29 per cent black and minority ethnic people and six per cent disabled people. We are developing a number of strategies to ensure the organisation continues to progress towards achieving these targets.

Internal staff network groups were introduced for woman, black and minority ethnic people and disabled people.

TfL encourages openness across the modes via a continuing communications programme.



This means that staff are kept aware of – and invited to contribute to - decisions taken that will affect what is expected of them and the service they deliver to London's public.

Working with the London boroughs

Boroughs are key partners in delivering the Mayor's Transport Strategy. During the year, the Borough Partnerships Group and TfL businesses worked closely with boroughs and their partners, the GLA and the ALG, to improve London's transport system.

In 2002/03, boroughs received £130 million in TfL funding through Borough Spending Plans. These funds supported investment in bus priority, road safety, maintenance, walking, cycling and other local projects such as town centre improvements. The funding announcement for 2003/04 was brought forward from December to October 2002 to give boroughs more time to plan their programmes.

A number of other funding schemes and programmes such as the interchange programme, also directly benefited the boroughs.

In April 2002, a new TfL Travel Awareness team was created and in October 2002, for the first time ever, all London boroughs agreed to the Safer Routes to School programmes. Over 100 schools benefited from this London-wide programme.

TfL supported the GLA's planning function by providing comments and advice on the transport elements of fourteen borough Unitary Development Plans and over 170 planning applications referred to the Mayor. In partnership with boroughs, TfL negotiated planning agreements with developers for contributions towards the costs of transport projects. Support was also given to boroughs and the GLA at the London Plan Examination in Public.

TfL produces a quarterly newsletter 'Transport for London News' - which is posted to every councillor in London. Three issues this year have been published and these keep councillors up to date with TfL's plans and projects.

TfL undertook a benchmark survey of key stakeholders in which over 200 councillors responded with a range of views as to how TfL communicates with them. The results will be used as a baseline from which future surveys can be measured.

Following a Best Value review and in response to comment made in various sectors, London Buses has reviewed its approach to consultation and the allied procedures. All the boroughs were consulted as part of the review. Earlier consultation on bus service changes is now taking place to meet the aims of wider and fuller consultation.

A channel of communication that is being exploited to good effect with the boroughs is the use of the Member-level quarterly liaison meetings between the boroughs and London Buses, not only for consultation, but also for discussing the work that TfL is pursuing and understanding local and strategic aspirations and concerns.

Discussions with boroughs about a 10-year bus priority action plan have been ongoing and a draft plan created. Two pilot routes are being studied.

Developing the transport network

TfL granted permission to DLR to proceed with in-depth planning for possible three-car running to cope with passenger growth between Lewisham and Bank. The project includes the purchase of new vehicles, lengthening platforms on the Tower Gateway to Lewisham route and strengthening viaducts.

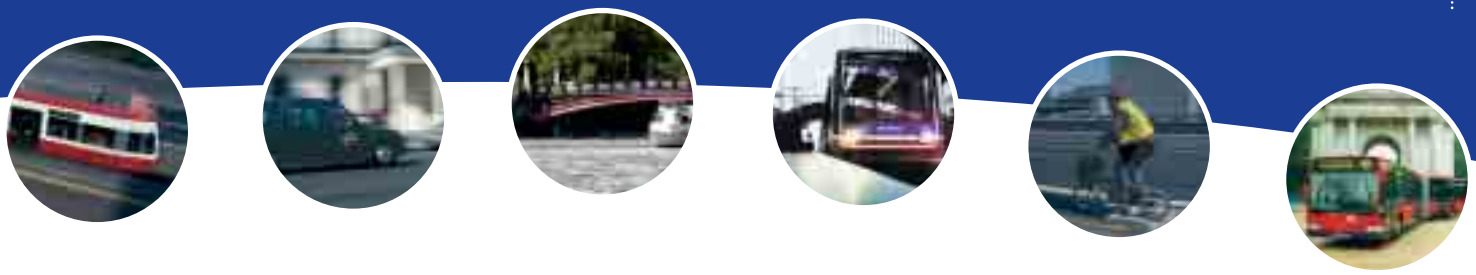
Development of the East London Line project (ELL) continues. The extension is part of a wider package of transport infrastructure projects designed to support regeneration in East London and the wider Thames Gateway area - an area that will need to accommodate 255,000 jobs and 142,000 homes by 2016. ELL will be part of the overground network that will extend north to Highbury and Islington, south to West Croydon and west to Clapham Junction. New stations will be constructed at Surrey Canal Road, Shoreditch High Street, Hoxton, Haggerston and Dalston Junction.

The SRA strategic plan for 2003 suggested the ELL project could be delivered by 2008, however a year has been lost due to legal challenges. Regardless of this, the project could be delivered in time to support a successful Olympic Bid.

ELL is a key rail project for London, as is Crossrail, and TfL helped progress both as a 50/50 partner with the Strategic Rail Authority. An interim business case for the Crossrail project was developed and submitted to the Secretary of State for Transport in February 2002. Its approval will provide a much needed east/west link between Heathrow and Docklands and the Thames Gateway.

Consultation is also underway on the West London Tram scheme, running from Uxbridge to Shepherds Bush via Acton, Ealing, Hanwell and Southall town centres. TfL believes that a tram could provide faster and more reliable public transport in this heavily congested area of London as well as delivering environmental and social benefits.

Another development of the transport network now well underway is the Thames Gateway Bridge between Beckton and Thamesmead in East London. Once the main period of consultation ends, the Mayor will consider the views expressed and decide whether to go ahead. There would then follow a period of scrutiny either by Parliament or via a public inquiry before the final decision on whether or not to grant the necessary powers to build the bridge is made.



Delivering Best Value

Best Value is integral to TfL's business planning process. During 2002/03, TfL analysed all its activities in the light of the business plan and of emerging opportunities arising from the integration of TfL with London Underground.

The areas for focus in 2002/03 included specific services (such as the Victoria Coach Station, East Thames Buses and the Lost Property Office), strategic reviews of our approach to walking, cycling and road safety, and the way in which investment projects for London's streets are identified and appraised.

In addition, TfL conducted business-wide improvement reviews of marketing, communications, finance, planning, human resources, procurement, information management, facilities and property management. It also participated in a GLA-wide family review of TfL's joint approach to e-Government and consultation.

Best Value inspectors from the Audit Commission conducted independent inspections of the street maintenance and contract and procurement reviews, as well the GLA family review of our approach to 'Equalities'. Street maintenance received 1 star 'fair' service with 'excellent' prospects for improvement and contracts and procurement received 1 star 'fair' service with 'promising' prospects for improvement.

Financial review

In transforming London's transport system, TfL has an unprecedented and outstanding opportunity to make a difference to the daily lives of millions of Londoners. This challenge requires the ability to deliver on time and within budget.

The Mayor's Transport Strategy has set the framework objectives and agenda for the next decade. Only through effective management and forward looking decision making structures will this become a reality.

From April 2002 to March 2003, TfL spent £1,768 million, which included £1,060 million on bus services, £510 million on roads and £40 million on rail. A total of £1,092 million of transport funding is provided through the government, the Greater London Authority and third parties. Passenger fares, Street Management activities and other services, contributed a further £717 million. During the year, TfL invested £280 million, £63 million on vehicles and equipment, £214 million on infrastructure and £3 million on land and buildings.

London Underground joined TfL on 15 July 2003. In a full year, this will add a further £1.2 billion to sales, £2.1 billion to expenditure (including capital investment) and £2.6 billion to net assets.

Funding review	2002/03 £m	2001/02 £m
Funding requirement		
Sales revenue	**717**	518
Expenditure (including £280 million capital investment)	**(1,768)**	(1,175)
Losses of joint venture company before grant	**(13)**	(3)
Finance lease charges net of interest	**(15)**	(18)
	(1,079)	(678)
Working capital movements	**(13)**	(62)
	(1,092)	(740)
Sources of funding		
Transport grant	**1,024**	717
Other funding	**68**	23
	1,092	740

Appendix 1 - Transport for London organisation

Transport for London is a statutory corporation established by section 154 of the Greater London Authority Act 1999 (GLA Act 1999). It is a functional body of the Greater London Authority (GLA) which reports to the Mayor of London.

TfL has the following operating subsidiaries: London Bus Services Limited, London Buses Limited (trading as East Thames Buses and Dial-a-Ride), Victoria Coach Station Limited, Docklands Light Railway Limited and London River Services Limited. London Underground transfered to TfL in July 2003.

The Mayor of London, Ken Livingstone, chairs TfL and has appointed 13 Board members to serve on the TfL Board. The Board's role is to set policy, define and agree the strategic direction of TfL and oversee performance of the executive team who carry out the policies agreed by the Board.

Day-to-day operational responsibility and accountability is delegated to the Commissioner Bob Kiley, who in turn is advised by Chief Officers reporting directly to him.

Appendix 2 - Board members, committees and panels

Board members	
Ken Livingstone (Chair)	Paul Moore
Dave Wetzel (Vice Chair)	Murziline Parchment
Professor David Begg	David Quarmby
Bob Crow (appointed 1 June 2002)	Tony West
Professor Stephen Glaister	
Noël Harwerth	
Kirsten Hearn	
Sir Mike Hodgkinson	**Special advisors to the Board:**
Oli Jackson	Bryan Heiser
Susan Kramer	Lynn Sloman

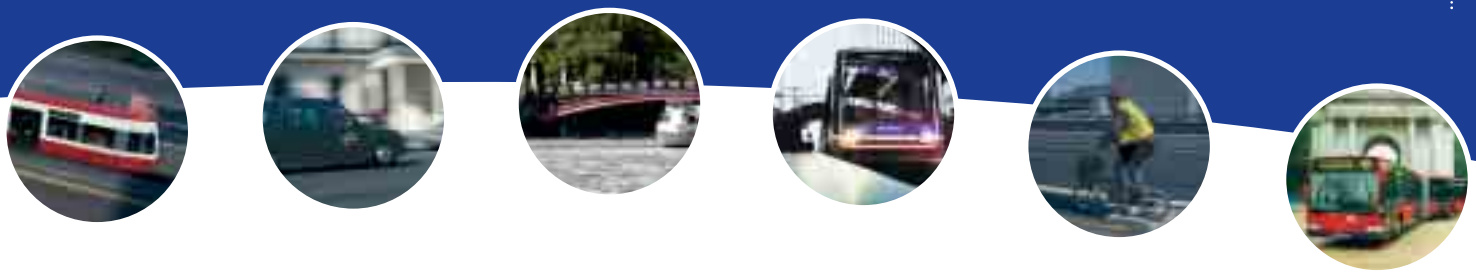
There were no resignations during the year.

Changes post 1 April 2003:

Noël Harwerth (resigned 9 July 2003)

Board committees		
Remuneration Committee Provides a mechanism for reviewing remuneration of the Commissioner and Chief Officers on behalf of the TfL Board	**Safety, Health & Environment Committee** Advises the TfL Board on health, safety and environmental matters	**Finance & Audit Committees** Scrutinises TfL's financial actions and ensures that appropriate internal controls are in place to monitor and control business risk
Ken Livingstone (Chair) Sir Mike Hodgkinson Noël Harwerth	David Quarmby (Chair) Kirsten Hearn Dave Wetzel Murziline Parchment **External Advisors:** Professor Richard Booth Professor Stuart Nattrass	Sir Mike Hodgkinson (Chair) Professor Stephen Glaister Oli Jackson Susan Kramer Dave Wetzel
Resignations and appointments during the year		
Noël Harwerth appointed 11 June 2002	Murziline Parchment appointed 11 June 2002	On 11 June 2002 the Board agreed that the Finance & Audit Committee be split into 2 separate Committees, Finance Committee and Audit Committee. **Finance Committee** Sir Mike Hodgkinson (Chair) Stephen Glaister Susan Kramer Dave Wetzel Noël Harwerth Kirsten Hearn **Audit Committee** Noël Harwerth (Chair) Sir Mike Hodgkinson Oli Jackson Murziline Parchment David Quarmby
There were no resignations during the year. Changes since 1 April 2003 Noël Harwerth resigned 9 July 2003		

Advisory panels		
Rail Transport	**Surface Transport**	**Street Management**
Bob Kiley (Chair)	Bob Kiley (Chair)	Bob Kiley (Chair)
Susan Kramer (Vice chair)	Dave Wetzel (Vice chair)	Paul Moore (Vice chair)
Professor David Begg	Professor David Begg	Professor David Begg
Ian Brown	Professor Stephen Glaister	Oli Jackson
Bob Crow	Noël Harwerth	Derek Turner
Professor Stephen Glaister	Peter Hendy	Jay Walder
Kirsten Hearn	Murziline Parchment	
Paul Moore	Jay Walder	
David Quarmby		
Tony West		
Jay Walder		
Special advisor normally in attendance:	**Special advisor normally in attendance:**	**Special advisors normally in attendance:**
Bryan Heiser	Bryan Heiser	Bryan Heiser
		Lynn Sloman
Resignations and appointments during the year		
Bob Crow	Noël Harwerth	
appointed 22 May 2002	appointed 11 June 2002	
	Murziline Parchment	
	appointed 11 June 2002	



On 11 June 2002 the TfL Board agreed that Jay Walder MD Finance and Planning and the appropriate Chief Officer would be members of the Advisory Panels. Derek Turner Managing Director of Street Management resigned on 11 July 2003.

Changes since 1 April 2003

Professor Stephen Glaister resigned from Rail Transport Panel from 1 April 2003	Surface Transport and Street Management combined to become the Surface advisory panel on 7 May 2003	A new advisory panel was formed on 7 May 2003 called the Underground Advisory Panel
Noël Harwerth resigned as a TfL Board Member on 9 July 2003	Bob Kiley (Chair) Paul Moore (Vice chair) Professor David Begg Bob Crow Professor Stephen Glaister Noël Harwerth Kirsten Hearn Peter Hendy Oli Jackson David Quarmby Jay Walder Tony West Dave Wetzel	Bob Kiley (Chair) Professor Stephen Glaister (Vice chair) Bob Crow Kirsten Hearn Susan Kramer Tim O'Toole Murziline Parchment David Quarmby Jay Walder Tony West Dave Wetzel

Appendix 3 - Summary of progress towards the implementation of the Mayor's Transport Strategy

Priority A: "Reducing traffic congestion"

- Following an extensive public information campaign in winter of 2002, congestion charging was successfully launched in February 2003 this has resulted in a drop of in the number of vehicles on the road and improved driving times within the eight square mile zone, with thousands switching their journey to public transport, primarily buses
- TfL also contributed £13.3 million towards the cost of congestion charging complementary measures such as 20 mph zones in boroughs in 2002/03
- London's buses made a significant contribution to the success of the scheme by introducing major changes to the bus network between 2002 and February 2003, including new routes and new links, bigger or more buses on 75 services, resulting in 11,000 extra spaces during the peak hours. In addition, all the necessary bus priority measures were in place prior to the start date of the scheme
- The launch of the London Traffic Control Centre (LTCC), working in partnership with the Metropolitan Police and bus controllers, is now being used to ensure quick responses to traffic incidents and better management of the road network enabling potential difficulties to be tackled at an earlier stage to ensure congestion is kept to a minimum
- Continuing licensing of London's private hire services is driving up quality and safety and also discouraging private car dependency
- A groundbreaking partnership with the Metropolitan Police Service (MPS) in June 2002 saw the formal launch of the Transport Operational Command Unit (TOCU). By March 2003, there were over 500 officers in the TOCU enforcing 20 strategic bus corridors across London. These officers, working closely with other MPS and TfL personnel, provide a highly visible uniformed presence on the public transport network, supporting higher levels of enforcement and targeting action against criminal activity at key hotspots affecting passengers, bus staff and the wider public realm
- Tramlink has led to a reduction of some three to four million car journey's per annum

Priority B "Overcoming the backlog of investment on the Underground so as to safely increase capacity, reduce over crowding and increase both reliability and frequency of service."

- TfL continued to maintain that PPP was not the best way to manage investment for the maintenance and renewal of the Underground
- However, TfL continued to argue for the earliest possible transfer of the Underground to TfL and in February reached an agreement in principle with Government on the Public Private Partnership (PPP) for London Underground and of its transfer to TfL

Priority C: "Making radical improvements to bus services across London, including increasing the bus system's capacity, improving reliability and increasing the frequency of services"

- The last three years have seen a dramatic increase in the number of people using London's bus services, together with significant improvements in overall service quality. In the last year, London's buses carried over 100 million more passengers than the year before
- In 2002/03, the largest programme of service increases since World War II was introduced. More than 300 extra buses entered service, enhanced services were introduced to provide an extra 11,000 spaces in the morning peak to support congestion charging
- In June 2002, London's first 'bendy' buses were introduced. These can carry up to 140 people, about 60 more than a double deck bus. These buses also benefit those with mobility impairments, or with buggies or luggage
- A cashless bus initiative was also trialled successfully using conventional vehicles, paving the way for the introduction of the Pay Before you Board cashless scheme in central London. (Due to commence August 2003)
- As a result between a partnership between TfL and the boroughs, 2002/03 also saw the previous record number of bus lane completions doubled and completion of the first phase of the London Bus Initiative, involving physical bus priority, traffic accessibility and service enhancements on 27 routes. Since 2000, London-wide bus lane coverage increased by 30 per cent
- During 2002/03, there has been a 7.3 per cent increase in bus passenger journeys, bringing the total to 1,534 million - the highest since 1969
- By March 2003, 77 per cent of the fleet (excluding Routemasters) compromised modern, low floor wheelchair accessible vehicles
- Cheaper bus passes and the acceptance of Travelcards on all bus journeys reduced the number of people paying cash to the driver. This reduces the dwell time at bus stops, enables quicker bus journeys and less disruption to other traffic
- Aggressive enforcement of bus lanes using bus mounted and fixed cameras has enabled improved bus running time and reliability
- Enforcement of bus lane regulations for parking has continued and the fine for infringement increased to £100
- 15 new Night bus routes were introduced extending even further '24/7' services
- There has been a 16 per cent increase in passengers using Night buses and a 12 per cent increase in passengers using Sunday services
- A further 451 Countdown signs were installed, bringing the total to 2,072
- 309 additional bus shelters were installed, bringing the total to more than 11,800 (68 per cent of all stops in Greater London) 178 shelters were replaced with improved models and a further 138 reinstated following accidents or temporary removals
- A Business and Technical Education Council (BTEC) training programme was launched for drivers, conductors and service controllers to raise standards of driving, customer care,

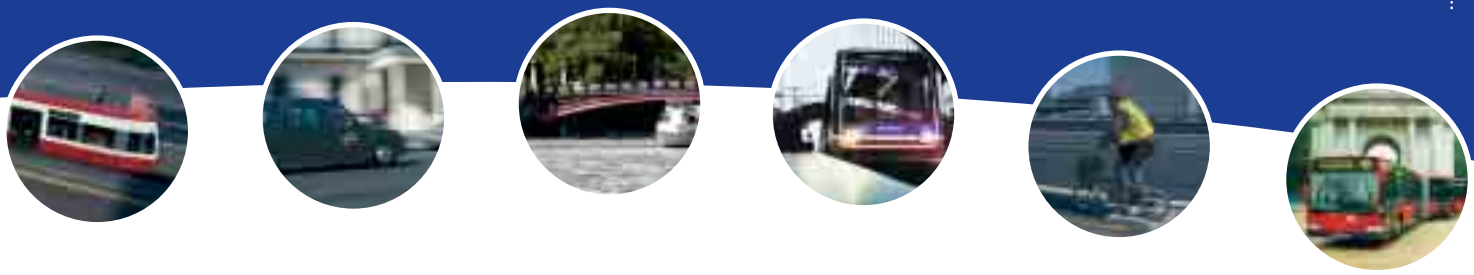
disability/equality awareness and service control
- The revenue inspection team checked 266,793 buses including 6,353,392 passengers, resulting in 27,496 passengers reported for possible prosecution, 4,489 passengers reported for incorrect use of child passes and 26,000 penalty fares were issued

Priority D: "Better integration of the National Rail system with London's other transport systems to facilitate commuting, reduce overcrowding, increase safety and move towards a London-wide, high frequency 'turn up and go' Metro service

- TfL London Rail has undertaken detailed work with the Strategic Rail Authority (SRA) and Train Operating Companies (TOCs) to explore increasing capacity through longer trains or more frequent services. This included progress on defining frequency improvements for the North London Line, which should be delivered during 2003/04
- Detailed discussions also took place on the introduction of new 'turn up and go' metro-style operations on routes into London. The aim is to provide a minimum of four trains an hour and a range of other improvements including better stations with welcome/help points, customer information systems, improved lighting and CCTV. A pilot scheme, on four south London routes, funded jointly by TfL and the SRA, will be launched in September 2003. Passengers will be consulted before the scheme is extended to other parts of London
- There was also consultation between London Rail and SRA on ways and means of raising standards through the rail franchise system including detailed discussions on the Greater Anglia Franchise

Priority E: "Increasing the overall capacity of London's transport system by promoting major new cross London rail links, including access to international transport facilities; improved orbital rail links in inner London; and new Thames river crossings in East London"

- TfL London Rail has been working closely with the SRA on developing the Crossrail and the East London Line Extension projects. Business cases for each have been submitted to Ministers
- Crossrail will link Heathrow in the west to Docklands and the Thames Gateway in the east and could carry an estimated 600,000 passengers a day. It will increase rail capacity into the city centre by 15 per cent and a tunnelled route will allow suburban rail services to run through London providing easier journeys
- The East London Line Extension will provide a valuable north/south link and provide part of an orbital railway for London, which will make cross London journeys much easier and reduce pressure on central London termini



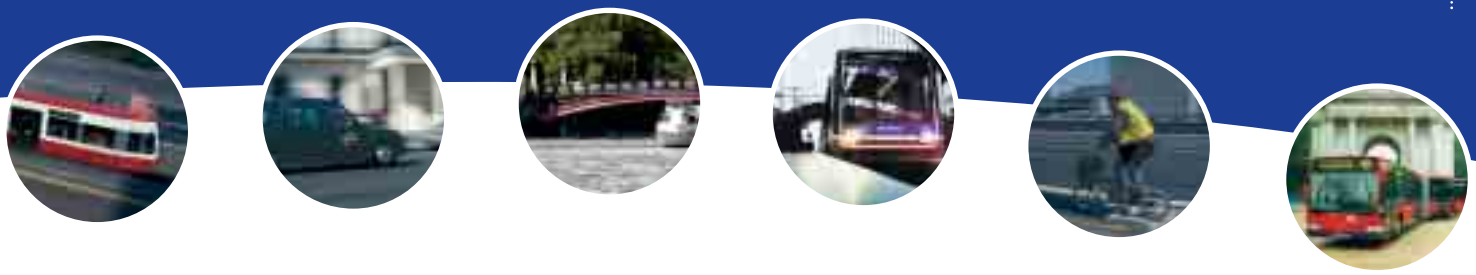
- The new Heron Quays station opened in December 2002. The station is fully integrated with the new office towers on either side and will be linked to a new retail mall and the Canary Wharf Jubilee line station
- Progress was also made on new Docklands Light Railway extensions with work starting on the new link to London City Airport. The concessionaire to design, build, finance and maintain the extension was appointed and work formally started in March 2003. The 4.4 km extension is due to be completed in 2005
- An application under the Transport and Works Act was submitted for the construction of an extension from King George V DLR station at North Woolwich under the Thames to Woolwich Arsenal. The DLR station at Woolwich Arsenal will be fully integrated with main line services and could be open by 2008
- 24 new DLR vehicles were commissioned, delivered and introduced into service
- A £20 million vehicle refurbishment programme was started. The vehicles will have a new seat layout to improve capacity and comfort as well as further works to reflect the requirements of the Disability Discrimination Act
- TfL granted permission to DLR Ltd to proceed with in-depth planning for possible three-car running. The project includes the purchase of new vehicles, lengthening platforms on the Tower Gateway-Lewisham route and strengthening viaducts
- Work continuing with the TfL Interchange Team to provide taxi and private hire service facilities at major interchanges

Priority F: "Improving journey time reliability for car users, which will particularly benefit outer London, where car use dominates, whilst reducing car dependency by increasing travel choice"

- The London Traffic Control Centre (LTCC) was launched in the New Year. It was the first time all transport management functions had been pulled together under one umbrella. LTCC provides a London-wide computer controlled signals network including tunnel, bridge and tidal flow schemes in addition to signal layout and junction design
- The scheme to remove the one-way system at Shoreditch, providing major improvements and upgraded facilities for all public highway users, was successfully completed by the end of 2002. Street Management consulted closely with Hackney officers, local residents and business representative groups and the new scheme was implemented over an eight-month period
- Consultation on final plans for the A23 Coulsdon town centre took place in 2002 and tenders have been sought for undertaking the works
- The interchange work at Vauxhall Cross is in its second phase. The traffic management is now in place and the landmark interchange station under construction is due to be completed in 2004

Priority G: "Supporting local transport initiatives, including improved access to town centres and regeneration areas, walking and cycling schemes, safer routes to schools, road safety improvements, better maintenance of roads and bridges and improved co-ordination of streetworks"

- Street Management produced a draft Walking Plan as part of the Mayor's commitment to make London one of the most walking-friendly cities by 2015. It is designed to promote walking as a viable, alternative, healthy and environmentally friendly method of transportation. The Plan will be developed and realised in partnership with the London boroughs and other organisations
- The Walking Plan includes guidelines for the integration of walking into both local and strategic planning and transportation policies (including the improvement of the pedestrian environment) and the promotion of specific headline initiatives, such as the completion and enhancement of six strategic walking routes
- In line with the Mayor's Transport Strategy and the London Road Safety Plan, a wide range of communications campaigns targeting potentially vulnerable road users was undertaken including riders of Powered Two Wheel Vehicles (P2Ws), cyclists and teenage pedestrians
- The London Cycle Network has been refocused to provide fast, safe, comfortable conditions for cyclists on the main transport corridors. The changes provide the framework for other local route and infrastructure improvements such as cycle parking
- 500 new cycle stands were installed
- In 2002/03 the boroughs received £130m through the Borough Spending Plan. This supported an agreed programme of investment in bus priority, road safety, maintenance, walking, cycling and other local projects such as town centre improvements
- TfL piloted a series of innovative walking maps that integrated a whole series of new features (including 3-D elements) designed to make routes easier to understand and navigate
- Safer Routes to School saw a 100 per cent take-up with all the boroughs and an agreed programme in October 2002
- The Mayor part-funded Camden's Safer Routes to School scheme. This helps to provide new crossing facilities close to six schools, traffic calming outside four schools, improved cycle access to a secondary school including a toucan crossing and improvements to a pedestrian and cycle route across a bridge serving a school
- TfL supported the Lewisham Walking festival. It also promoted the Walk to School week including funding an in-school theatre production aimed at primary school children
- The London Safety Camera Partnership was formed in April 2002 as a partnership between TfL, the Metropolitan Police, the City of London Police, the Association of London Government and the Greater London Magistrates Courts Authority. It aims to reduce the number of people killed or seriously injured on London's roads by 1,125 in five years through the co-ordinated management of London's network of safety cameras (including the introduction of new sites where appropriate) and the launch of educational campaigns



- The London Safety Camera Partnership operates according to criteria set out by the Department for Transport (DfT) in selecting sites for safety cameras. The London Safety Camera Partnership has identified a potential 1000 sites in London as 'hotspots' which meet the DfT's criteria for Safety Cameras. Independent surveys show that installed cameras result in an average reduction of 35 per cent in the killed and seriously injured statistics at such 'hotspot' locations
- The expansion of London's bus network has improved access to inner and suburban shopping centres, together with serving new areas, making access to jobs and services possible

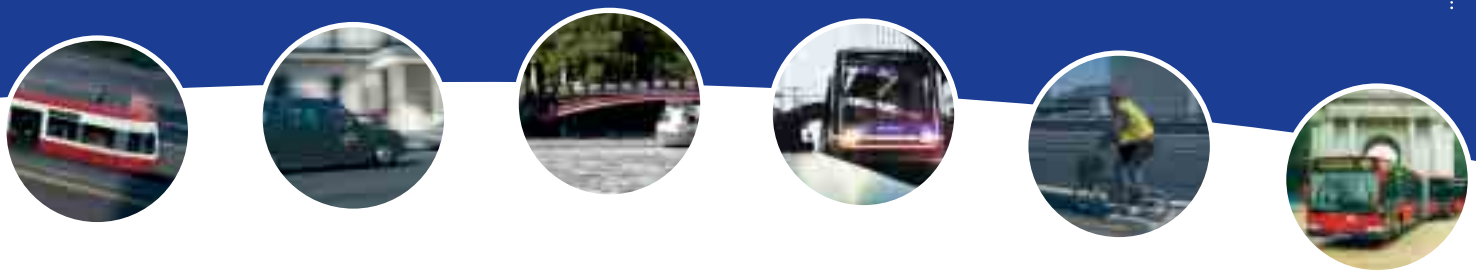
Priority H: "Making the distribution of goods and services in London more reliable, sustainable and efficient, whilst maintaining negative environmental impacts"

- The work of the London Sustainable Distribution Partnership (LSDP) begun in 2002, continued during the year, together with that of its specialist working groups, concentrating on specific modes, particularly road and rail. The LSDP commissioned a London Rail Freight Study through TfL. This was completed by the end of the year and identified the need to protect land for future rail freight terminals and intermodal interchanges. These and other studies have helped identify the obstacles to the greater use of rail in London. In 2003/04, the LSDP will focus on providing solutions to these problems
- The LSDP's work programme also included a review of the London Lorry Control Scheme with pilot studies for lifting night-time delivery curfews and an investigation into the use of Priority Lanes by delivery vehicles
- TfL London Rail continued to work closely with the SRA to identify opportunities for rail freight in London

Priority I: "Improving the accessibility of London's transport system so that everyone, regardless of disability, can enjoy the benefits of living in, working in and visiting the capital, thus improving social inclusion"

- The Access and Mobility Team and the internal Equality and Diversity Team are now a single team, 'Equality and Inclusion', so TfL's principles of equality and inclusion can be applied strategically to employment practices and service delivery
- Within the business planning process, it is now a requirement to deliver outcomes for target equality and inclusion groups. Internally, responsibility for applying equality and inclusion is now extended to all individual members of staff via the performance appraisal system
- In October, TfL helped launch a Best Value Review on 'Equalities for All' - a joint Best Value Review undertaken across all the functional bodies and the GLA
- Expansion of London's bus network has improved job accessibility and access to other facilities across London. The take up of bus travel in areas of high social deprivation is greater than across London as a whole

- The introduction of the Transport Operational Command Unit (TOCU) is helping reduce crime and the fear of crime on 20 major bus corridors
- Continuing the implementation of private hire licensing to improve quality and safety, a 'Safer Travel at Night' campaign was launched by the Mayor highlighting the fact that 200 women were assaulted by illegal minicab drivers last year. The PCO continued its work in partnership with the TOCU to combat illegal plying for hire and touting activities
- A programme of on-bus CCTV installation has been rolling out throughout the year, with over 30 per cent of the fleet having been fitted by March 2003
- Steady progress was made towards raising accessibility, with 77 per cent of the bus fleet (excluding Routemasters) comprising modern, low floor, wheelchair accessible buses by March 2003. A programme of monitoring ramp performance on the buses was introduced, and the ramp failure rate has reduced
- Bus station improvements have been carried out with a view to improving accessibility, safety and security and the overall waiting environment
- A disability equality module was introduced into the mainstream BTEC course for all new bus drivers, conductors and services controllers and this is due to reach approximately a quarter of bus drivers, conductors and controllers within the first year
- Dropped kerb installations and audible and tactile road crossings continued to be rolled out across the TLRN
- The telephone answering service provided by the Access and Mobility team has transferred to the main customer services team, and 200 customer service staff have been trained to answer calls from disabled people (where there were previously only two)
- The TfL website was audited for accessibility with excellent results and access standards have now been set to ensure that this progress remains consistent
- Dial-a-Ride services were reorganised during the year into one company, operated by TfL, providing a greater level of service, in particular in the evenings and at weekends
- TfL provided additional funding to the Association of London Government (ALG) and Borough Taxicard scheme, signing all but one borough up to an agreement to improve service quality and, in many cases, trip numbers so that consistency can be achieved across the capital.
- Over 200,000 extra taxicard trips were made as a result of additional mayoral funding



Priority J: "Bringing forward new integration initiatives to: provide integrated, simple and affordable public transport fares; improve key interchanges; enhance safety and security across all means of travel; ensure that taxis and private hire vehicles are improved and fully incorporated into London's transport system; and provide much better information and waiting environments"

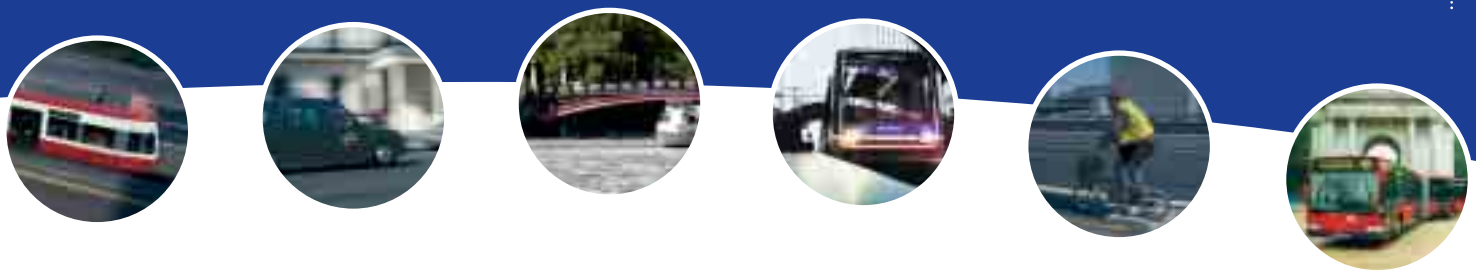
- Fares have remained frozen on London's buses and represent excellent value for money. Bus passes have been reduced, night bus fares cut, travelcards are now valid on all buses and 65p bus saver tickets have been introduced. The fact that the cost of bus travel has fallen in real terms has heavily influenced the growth in bus usage as the services are affordable by all
- Information initiatives, including the rollout of stop specific timetables and spider maps, aimed at providing simple, available, easy to understand information that promotes easier access and use of the bus network were progressed
- Improvements to the waiting environment were implemented e.g. remote CCTV monitoring at some bus stands, lighting improvements at shelters (including solar power trials) and the installation of Help Points at some bus stations
- On bus security was also enhanced with the continued installation of on bus CCTV, with around 2,400 buses (over 30 per cent of the fleet) having been fitted by March 2003
- TfL is continuing to review taxi rank facilities and locations and the feasibility of safer waiting areas and improved 'last mile home' services
- In July 2002 Journey Planner, TfL's online journey planning tool, was launched. It is currently being used by approximately 1.1 million users per month and will be expanded during 2003/04 to cover other access channels
- Travel Information Services fulfilled 42,048 requests (by phone or by letter) for printed literature and dealt with 9,000 email enquiries
- In 2002/03 the Travel Information Call Centre served a total of 3.01 million customers needing advice on individual journeys and up-to-the-minute service information. The centre took an average of 12,000 calls a day equating to 4 million calls per year

Appendix 4 - Financial assistance

Transport for London may give financial assistance to any body or person in respect of expenditure incurred or to be incurred by that body or person in doing anything which, in the opinion of TfL, is conducive to the provision of safe, integrated, efficient and economic transport facilities or services to, from or within Greater London.

Financial assistance given under section 159 of the GLA Act 1999 is outlined below:

Financial assistance	2002/03 £000	2001/02 £000
Subsidiaries		
Transport Trading Limited	**13,875**	13,647
London Bus Services Limited	**400,347**	217,413
Docklands Light Railway Limited	**35,800**	37,869
Victoria Coach Station Limited	**-**	-
London River Services Limited	**530**	981
London Buses Limited	**-**	-
Joint venture		
Cross London Rail Links Limited	**12,619**	3,002
London boroughs		
Hungerford Bridge	**-**	8,204
Bus priority	**20,513**	26,807
Safety schemes	**19,545**	14,056
Cycle network	**5,856**	4,819
Congestion charging	**13,988**	3,972
Trafalgar Square	**9,714**	2,081
Local traffic and pedestrian improvements	**5,060**	700
Parking control and enforcement	**1,690**	1,077
Taxicard	**3,273**	332
Maintenance of borough roads	**30,058**	14,321
Maintenance of borough bridges including strengthening	**13,290**	17,288
Other projects	**14,473**	20,628
	600,631	387,197



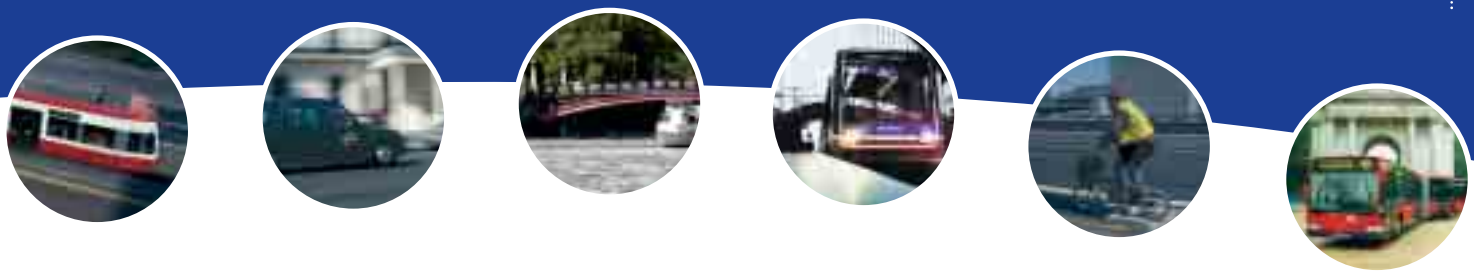
Appendix 5 - Guarantees, arrangements and indemnities

TfL gave a guarantee in favour of HSBC Bank plc, under section 160(1) of the GLA Act 1999. No arrangements were entered into with another person under which that person gives a guarantee which TfL has power to give under section 160(4) and no indemnities associated with the guarantees were given by virtue of section 160(5) of the GLA Act 1999.

Guarantees, arrangements and indemnities	
Guarantees Section 160(1)	Guarantee in favour of HSBC Bank plc to secure short-term borrowing
Arrangements Section 160(4)	None
Indemnities Section 160(5)	None

Appendix 6 - Operating statistics

Operating statistics	2002/03	2001/02
Mode		
London Buses		
Kilometres operated before traffic congestion (millions)	**408.0**	380.6
Kilometres operated after traffic congestion (millions)	**397.4**	373.1
Passenger journeys (millions)	**1,534.0**	1,430.0
Street Management		
People killed/seriously injured on TLRN roads	**1,586.0**	1,648.0
People slightly injured on TLRN roads	**9,869.0**	10,754.0
Docklands Light Railway		
Passenger journeys (000s)	**45,710.0**	41,290.0
Dial-a-Ride		
Passenger journeys (000s)	**1,270.0**	1,260.0
Croydon Tramlink		
Passenger journeys (000s)	**18,620.0**	18,170.0
Victoria Coach Station		
Number of coach departures (000s)	**189.1**	186.8
London River Services		
Passenger journeys (000s)	**2,030.0**	1,992.0



Appendix 7 - Performance statistics

Performance statistics	2002/03	2001/02
Mode		
London Buses		
Low frequency routes - departing on time	**70.5%**	69.4%
Frequent routes - actual waiting time (mins)	**6.4**	6.6
Frequent routes - excess waiting time (mins)	**1.9**	2.0
Scheduled kilometres operated before traffic congestion	**98.7%**	98.4%
Scheduled kilometres operated after traffic congestion	**96.1%**	96.4%
Night bus services - departing on time	**74.5%**	74.3%
Customer satisfaction - overall	**76.0%**	75.3%
Docklands Light Railway		
Scheduled kilometres operated (base service departure - proportion of minimum contracted journeys)	**98.1%**	98.4%
Adhere to advertised schedule	**96.2%**	96.3%
Customer satisfaction	**92.0%**	92.2%
Dial-a-Ride		
Customer satisfaction- punctuality of connections	**93.0%**	92.0%
Croydon Tramlink		
Customer satisfaction - overall	**88.0%**	88.0%
Per cent of schedule operated	**98.9%**	99.4%
Victoria Coach Station		
Customer satisfaction - overall	**75.0%**	74.0%
Travel Information Call Centre		
Customer satisfaction - ease of reaching	**83.0%**	85.0%
Customer satisfaction - helpfulness of operator	**94.0%**	94.0%

Appendix 8 - Employee numbers

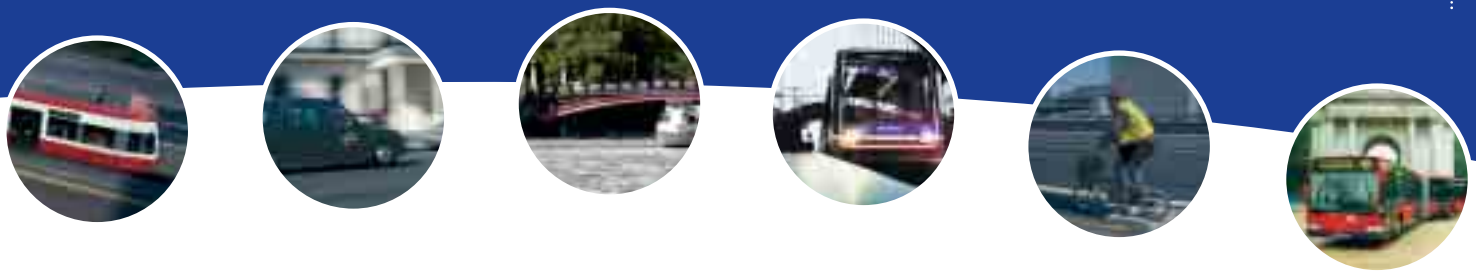
Employee numbers	2003 Number	2002 Number
Permanent employees (including those on contract)	**3,535**	2,470
Agency staff	**529**	455
Actual number of employees at 31 March	**4,064**	2,925

Transfer of Dial-a-Ride is accountable for a rise of 500 employees. With the incorporation of London Underground on 15 July 2003, TfL will be responsible for some 13,000 additional employees.

Appendix 9 - Statement of accounts

Group revenue account (year ended 31 March)	2002/03 £m	2001/02 £m
Highways, roads and transport services		
Expenditure	1,488.5	1,072.2
Revenue	(717.3)	(518.4)
Depreciation net of release of deferred grants	135.3	104.2
Capital financing charges	126.8	122.6
Net cost of services	1,033.3	780.6
Losses of joint venture company before grant	12.6	3.0
Depreciation net of release of deferred grants - reversal	(125.9)	(94.7)
Capital financing charges - reversal	(126.8)	(122.6)
Finance lease charges	22.4	22.1
Interest and investment income	(7.7)	(3.9)
Net operating expenditure	807.9	584.5
Transfer to/(from) reserves	(10.1)	9.2
Capital expenditure financed from revenue	249.2	132.2
Total amount to be met from government grant and local taxation	1,047.0	725.9
Transport grant	(1,024.1)	(717.1)
Other revenue grant	(5.1)	(0.5)
Precept	(35.8)	(10.1)
Surplus in the year	(18.0)	(1.8)

Group balance sheet (at 31 March)	2003 £m	2002 £m
Tangible fixed assets		
Infrastructure	2,795.6	2,597.5
Other property	41.7	37.0
Rolling stock and equipment	288.6	220.4
Non-operational assets	120.2	92.9
Total fixed assets	3,246.1	2,947.8
Current assets		
Stocks	4.5	5.4
Debtors	170.1	134.3
Short-term investments	162.6	108.6
Cash at bank and in hand	0.4	16.3
Total current assets	337.6	264.6
Current liabilities		
Short-term borrowings	(20.0)	-
Creditors	(324.0)	(257.4)
Bank overdrafts	(17.6)	(21.8)
Total current liabilities	(361.6)	(279.2)
Net current liabilities	(24.0)	(14.6)
Total assets less current liabilities	3,222.1	2,933.2
Creditors: due after more than one year	(229.8)	(230.4)
Provisions for liabilities and charges	(89.5)	(112.4)
Net assets excluding grants	2,902.8	2,590.4
Deferred grants	(685.1)	(650.8)
Net assets	2,217.7	1,939.6
Capital and reserves		
Capital financing reserve	345.5	176.4
Fixed asset restatement reserve	1,851.3	1,751.1
Reserves	-	9.2
General fund	20.9	2.9
Total capital employed	2,217.7	1,939.6



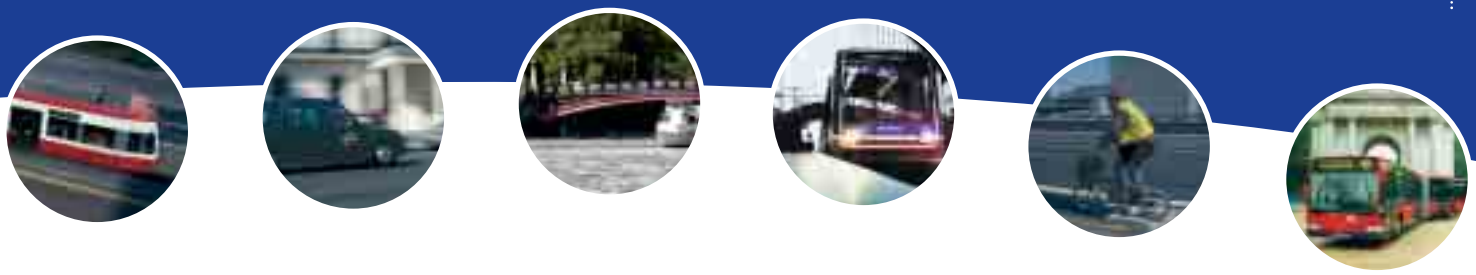
Congestion charging

On 17 February 2003 congestion charging was introduced in central London at a daily rate of £5 per car or goods vehicle. Due to one-off startup costs there were no net proceeds, calculated as follows, available for approved transport projects.

Congestion charging	2002/03 £m
Revenue	18.5
Expenditure - toll facilities	(58.2)
- traffic management	(4.2)
Deferred charges	(14.0)
Depreciation	(0.3)
Capital financing charges	(0.1)
Interest	-
Net expenditure	(58.3)

Reconciliation of net operating expenditure to net cash outflow from operating activities (year ended 31 March)	2002/03 £m	2001/02 £m
Net cost of services	(1,033.3)	(780.6)
Losses of joint venture company before grant	(12.6)	(3.0)
Depreciation net of release of deferred grants	135.3	104.2
Capital financing charges	126.8	122.6
Decrease/(increase) in stocks	0.9	(0.2)
Decrease/(increase) in debtors	(29.7)	21.0
Increase in creditors due within one year	35.7	36.0
Increase in creditors due after more than one year	-	0.4
Increase in provisions for liabilities and charges	4.0	0.2
Net cash outflow from operating activities	(772.9)	(499.4)

Group cash flow statement (year ended 31 March)	2002/03 £m	2001/02 £m
Net cash outflow from operating activities	(772.9)	(499.4)
Net interest and investment income		
Finance lease charges	(22.4)	(22.1)
Interest and investment income	7.7	3.9
	(14.7)	(18.2)
Capital expenditure and disposals		
Capital expenditure	(283.4)	(148.2)
Receipts from sale of fixed assets	4.8	4.4
	(278.6)	(143.8)
Net cash outflow	(1,066.2)	(661.4)
Financing and management of liquid resources		
Transport grant	1,024.1	717.1
Other revenue grant	5.1	0.5
Precept	35.8	10.1
Grant disbursements	-	(5.3)
Third-party contributions and other grant funding	22.6	10.1
Finance lease obligations	0.9	2.8
Investments	(54.0)	(71.1)
Short-term borrowings	20.0	-
Net cash inflow	1,054.5	664.2
Increase/(decrease) in cash	(11.7)	2.8



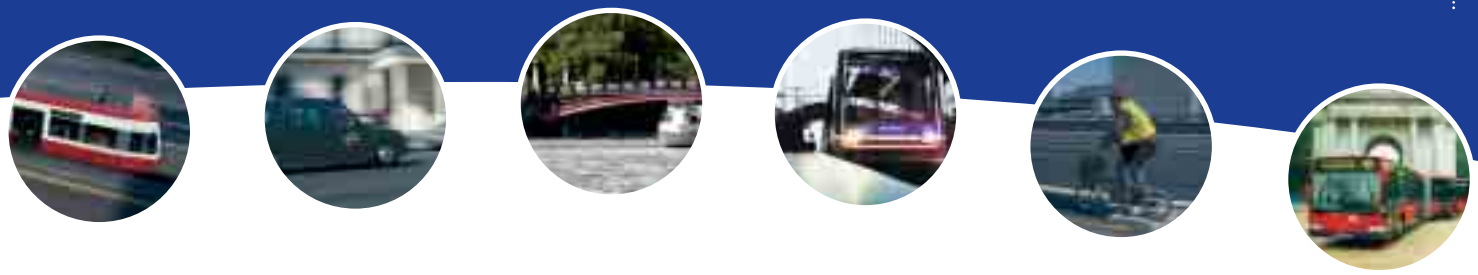
Sales revenue and net operating expenditure	Sales revenue 2002/03 £m	Sales revenue 2001/02 £m	Net operating expenditure 2002/03 £m	Net operating expenditure 2001/02 £m
TfL				
Street Management	**37.6**	16.0	**(273.4)**	(216.5)
Borough Partnerships	-	-	**(24.3)**	(92.1)
Bus Priority	-	-	**(20.1)**	-
Taxi licensing	**4.4**	5.2	**(2.8)**	(0.6)
Planning & corporate management	**6.2**	2.1	**(68.2)**	(39.0)
	48.2	23.3	**(388.8)**	(348.2)
Subsidiary operations				
Bus operations	**643.1**	469.8	**(359.8)**	(194.2)
Rail operations	**11.1**	9.4	**(32.7)**	(30.8)
Victoria Coach Station	**6.8**	6.8	**0.8**	1.0
London's Transport Museum	**2.4**	2.7	**(3.8)**	(2.8)
River Services	**1.6**	1.5	**0.3**	0.1
Group services	**4.1**	4.9	**(11.3)**	(6.6)
Joint venture				
Cross London Rail Links	-	-	**(12.6)**	(3.0)
Group	**717.3**	518.4	**(807.9)**	(584.5)

The Dial-a-Ride operations were brought in-house on the 1 April 2002 and are now part of bus operations.

On the same date, Borough Partnerships transferred responsibility for most of its programmes to Street Management and Bus Priority.

Sales revenue	2002/03 £m	2001/02 £m
Fares	528.7	379.2
Revenue in respect of free travel for older and disabled people	108.0	81.5
Congestion charging	18.5	-
Charges to London Boroughs	10.3	10.3
Charges to transport operators	12.0	12.0
Bus enforcement	8.8	4.5
Commercial advertising receipts	8.5	8.7
Rents receivable	4.1	4.8
Taxi licensing	4.4	5.2
Museum income	2.4	2.7
Other	11.6	9.5
Total sales revenue	717.3	518.4

Group assets	2003 Number	2002 Number
Railway carriages	94	70
Track (kilometres)	58	58
Railway stations	34	34
Bridges and viaducts	854	852
Roads (kilometres)	580	580
Car ferries	3	3
Buses	483	393
Bus stations and stands	90	90
Bus shelters	8,174	7,933
Offices	6	6
Piers	8	8

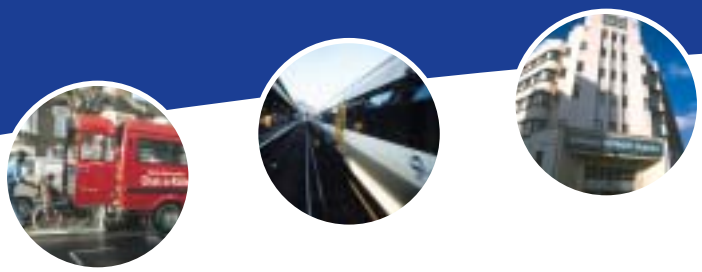


About TfL

Transport for London (TfL) was established in July 2000 as London's new integrated transport body. Its role is to implement the Mayor's Transport Strategy and manage the following transport services and facilities:

It is responsible for:

London Bus Services Ltd
East Thames Buses
Docklands Light Railway (DLR)
Dial-a-Ride
London River Services (LRS)
Croydon Tramlink
Victoria Coach Station (VCS)
Public Carriage Office (PCO)
Street Management



TfL:

- Plans, procures and manages London's bus network which carries over 1.5 billion passengers a year
- Manages the London congestion charging scheme
- Manages and maintains the Transport for London Road Network, a 580km network of London's main roads and is responsible for all 4,600 sets of traffic lights in Greater London
- Provides facilities for sustainable transport such as cycling and walking
- Has responsibility for regulating and licensing the capital's taxi and private hire trades
- Provides transport for users with reduced mobility via Dial-a-Ride
- Manages the Croydon Tramlink system (Tramlink) and Docklands Light Railway
- Works with the rail industry to secure improvements in London's commuter rail services
- Manages London's Transport Museum
- Works with the London boroughs to ensure their own transport plans are in line with the Mayor's Transport Strategy and helps to fund local transport schemes
- Operates and licenses for use a number of piers on the Thames
- Works on progressing a number of major projects including Crossrail

As of 15 July 2003, London Underground became part of TfL meaning for the first time in at least a generation, London has one strategic authority to plan and manage its main transport systems.

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